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ABSTRACT

This document provides an annotated bibliography of Commonwealth (formerly the British Commonwealth) university management functions. Selection criteria included the following: items had to be practical and designed to support institutional management, be applicable to most Commonwealth higher education systems, and wherever possible be available for purchase; textbooks and journal articles were excluded. The selections are organized under the following topics: institutional management; financial management; income generation and entrepreneurship; planning and the evaluation of institutional performance; human resources management (including staff development); quality management, management of academic activities, management of student services, library management, and information technology management. The bibliography also contains: references that describe commonwealth higher education systems; a list of journals relevant to higher education management; a list of 12 of the main international associations concerned with higher education; and a list of publishers frequently cited. (BF)

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The Management of Higher Education: an Annotated Bibliography

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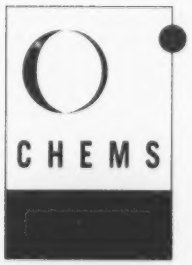

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INTRODUCTION

CHEMS regularly receives requests from Commonwealth universities for practical references on university management, and this bibliography has been compiled to meet this need. It is available free of charge to universities, and has been designed to be concise, selective, and to provide university managers and administrators with a relatively small number of valuable information sources. In order to achieve this, a rigorous system of selection of references has been pursued, the most important elements of which are:

- The items included are practical and designed to support institutional management, rather than being theoretical accounts of a topic.
- Textbooks and journal articles have been excluded, although a separate listing of relevant journals has been included for easy reference.
- In general, the items included have an application to most Commonwealth higher education system, even where they may be primarily based upon practice in only one system.
- Wherever possible items must be available for purchase. To assist this, ISBN numbers have been provided where known.

The organisation of the bibliography has been designed to make it easy to use, and information is arranged under several headings. First, are annotated references laid out under main subject sub-headings (institutional management, planning, etc). Second, journals are listed which are either devoted to higher education management, or that regularly carry articles on the topic. Third, a small number of references are included on international systems of higher education relevant to Commonwealth institutions and their management. Finally, the addresses of a number of publishers are included to make ordering easier for purchasing institutions. However, for reasons of space, not all publishers addresses have been included.

It is important to note that CHEMS is unable to order any of the items in this bibliography for Commonwealth universities, and this should be done through regular book procurement systems.

Although a number of leading Commonwealth practitioners have been consulted in drawing up this bibliography, it is recognised that no such document can ever be complete in its first edition. Subsequent revised editions will therefore be produced, and readers are invited to suggest additional material which conforms to the criteria identified above. CHEMS is anxious to obtain feedback from Commonwealth universities on the value of the bibliography, and invites all institutions to contact us and suggest ways that it can be enhanced in future editions.

INSTITUTIONAL MANAGEMENT

CHAIT, R., HOLLAND, T. & TAYLOR, B., 1991, The Effective Board of Trustees, Macmillan, New York (country base: USA)

Chait and his colleagues outline the characteristics and behaviors that distinguish strong governing bodies. The authors identify six sets of "competencies" for effectiveness, devoting a detailed chapter to each. They also provide discussion questions that can lead the members of a board to assess and improve their own effectiveness.

COUNCIL OF ONTARIO UNIVERSITIES, 1992, The Users' Guide: Space Allocation Standards in Universities Council of Ontario Universities, Toronto (country base: Canada)

A useful working document which can be used as a guide for the reporting and recording of existing institutional space inventories. It can also be used as a working document for space allocation and input measures as it presents recommended space standards followed by a space entitlement formula for all major institutional areas. Worksheets are provided as are the assumptions on which each formula is based.

FLAWN, P., 1990, A Primer for University Presidents: Managing the Modern University, University of Texas Press, Austin,Texas, ISBN 0292765223 (country base: USA)

A practical guide addressed to university presidents and those who aspire to the position. Although based on the US system, the discussion addresses major areas of managerial concern internationally, including budget planning, development, committees, faculty, facilities and general governance

HEFCE, 1993, Appraising Property Options : Guidance on Techniques, Higher Education Funding Council for England, Bristol (country base: UK)

A report which provides practical guidance by describing the techniques to be used by institutions when appraising proposals that involve the development, ownership, leasing and occupation of land or buildings. Annexes appended provide a checklist for property appraisal, and a case study illustrating the points outlined within the document.

KEEN, C. & GREENALL, J., 1987, Public Relations Management in Colleges, Polytechnics and Universities, HEIST Publications, Banbury ISBN 0951280309 (country base: UK)

A concise presentation of the issues relating to the various aspects of public relations, written specifically for higher education. Chapters examine the processes involved in developing a public relations programme including the clarification of goals, formulating the programme, planning the budget, and management of the project. Examples are drawn from British higher education, but the principles are meant to be universal and easily transferable to other settings.

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KEEN, C. & WARNER, D., 1989, Visual and Corporate Identity: A Study of Identity Programmes in the College, Polytechnic and University Environment, HEIST Publications, Banbury ISBN 0951280317 (country base: UK)

A practical book addressing the processes involved in creating an institutional identity. While stressing the need for management involvement, the authors have interspersed consulatitve advice with case studies relating to each of the issues presented.

KELLER, G., 1983, Academic Strategy: The Management Revolution in American Higher Education, The Johns Hopkins University Press, Baltimore ISBN 0801830303 (country base: USA)

Based on a national (USA) survey, the author presents a clear and detailed perspective on the process of strategic planning within higher education institutions. The book provides practical advice on management and planning for institutions that has relevance in the 1990's.

LOCKWOOD, G. & DAVIES, J. (eds), 1985, Universities: the Management Challenge, NFER-NELSON Publishing Co Ltd, Windsor ISBN 0700506098 (country base: UK)

A collection of papers on the university as an organisation guides the authors in an overview of institutional management. Aspects of policy formation are touched upon, but primarily the book contains pragmatic approaches to managing budgets, finance, personnel and other administrative processes.

MILLARD, R., 1991, Today's Myths and Tomorrow's Realities: Overcoming Obstacles to Academic Leadership in the Twenty-First Century, Jossey-Bass, San Francisco ISBN 1555423612 (country base: USA)

The author argues that a gulf exists between a vision of a socially responsive higher education system and current institutional practice, dominated by the prejudices and anxieties of an outmoded higher education management hierarchy. The book's focus is primarily on the system in the US, but provides some useful insight for new vice-chancellors and university managers in other countries .

MILLER, H.D., 1994, The Management of Change in Universities: Universities, State and Economy in Australia, Canada and the United Kingdom, The Open University, Buckingham ISBN 0335190898 (country base: UK)

This book gives an account of the management of change in both established and newly designated universities in the context of national developments in the policy, administration and funding of higher education. A case study is included.

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MITRA, C., 1994, Management of Innovation: a case study of the Birla Institute of Technology and Science, Unesco/IIEP, Paris ISBN 880006632 (country base: India)

A case study which provides details of the institutional change and management processes undertaken by one university in India. The discussion describes major changes in management structure, as well as in external relationships with industry. An evaluation of the obstacles and lessons learned through the process provides useful insight.

MOSES, I., 1989, Heading a Department: A Guide to Heads and Chairs of Departments and Schools, Higher Education Research and Development Society of Australasia, Kensington ISBN 090855714 (country base: Australia)

A brief working guide for academic leaders in higher education. It is very practical in its approach to examining the various roles of heads of departments, including those of academic leader, personnel manager, distributor of resources, and administrator.

PEEKE, G,. 1994, Mission and Change: Institutional Mission and its Application to the Management of Further and Higher Education, Open University Press, Buckingham, ISBN 0335193382 (country base: UK)

A critical review of the concept of institutional mission in further and higher education. Different ways of establishing objectives are examined through case studies. Operational and procedural considerations when developing and implementing missions in the context of institutional change are discussed.

ROWLAND, A.W. (ed.), 1986, Handbook of Institutional Advancement: A Modern Guide to Executive Management, Institutional Relations, Fund-Raising, Alumni Administration, Government Relations, Publications, Periodicals and Enrollment Management (2nd ed.), Jossey-Bass Inc, San Francisco ISBN 0875896898 (country base: USA)

This book is a useful reference source for all who work within the fields of institutional development and income generation. As its title suggests, it addresses an extensive list of concerns relating to all facets of university and college administration. While somewhat dated, it still represents good value as a resource volume.

TEMPLE, P. & WHITCHURCH, C. (eds.), 1989, Strategic Choice: Corporate Strategies for Change in Higher Education, CUA/APA in association with Touche Ross Management Consultants, University of Manchester (country base: UK)

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Presented as a working guide for those with responsibilities for planning within their institutions, it provides an overview of current techniques and approaches to the development of corporate institutional strategies for change. Working examples from UK universities are provided.

TUCKER, A., 1992, Chairing the Academic Department: Leadership Among Peers (3rd ed.), American Council on Education/MacMillan, New York ISBN 0029330904 (country base: USA)

A comprehensive and personal review of the main roles, powers, and responsibilities of academic heads of departments. Set in the context of the USA it nonetheless is applicable to many other higher education systems.

UNESCO, 1992, Improving Effectiveness of Higher Education Institutions: Studies of the Management of Change, International Institute for Educational Planning (IIEP), Paris (country base: International)

An overview of trends in management practice in higher education, which includes examples of effective management in institutions in the form of short case studies.

WARNER, D. & KELLY, G., 1993, Managing Educational Property: a Handbook for Schools, Colleges and Universities, SRHE/The Open University, Buckingham ISBN 03351912900 (country base: UK)

A handbook providing comprehensive guidance on the management of property for both senior institutional managers and administrators, as well as professionals with responsibility for the management of property and estates.

FINANCIAL MANAGEMENT

ALBRECHT, D. & ZIDERMAN, A., 1992, Funding Mechanisms for Higher Education: Financing for Stability, Efficiency, and Responsiveness, World Bank Discussion Papers, New York ISBN 0821320580 (country base: international)

This consultation paper examines how governments allocate financial resources to higher education with particular reference to the developing countries. It reviews various funding schemes currently in use and identifies how they affect university efficiency.

ASIAN ASSOCIATION OF OPEN UNIVERSITIES, 1994, Economics of Distance Education, Open Learning Institute of Hong Kong ISBN 9627707058 (country base: international)

An international perspective on various economic aspects of distance education. Drawn from the papers presented at the 1993 AAOU conference, the authors provide details relating to government funding, dimensions of value, emerging electronic systems, development of programmes, and many other issues relating to the provision of distance education in the 1990's.

BAKER, C. et al., 1991, Internal Auditing in the Education Sector: a Guide for Managers, The Joint Internal Audit Service, St. Mary's Building, Chester Road, Sunderland ISBN 095180300 0X (country base: UK)

A detailed description of the various aspects involved in the process of internal audit. Presented as a guide for training and reference, most the the material has been drawn from experience in British higher education institutions. Chapters aim at creating an understanding of the internal audit's role and responsibilities relating to terms of reference, operational standards etc. Planning elements incorporating risk assessment and monitoring procedures are also presented.

BERRY, R. H. (ed.), 1994, Management Accounting in Universities, The Chartered Institute of Management Accountants, London ISBN 1874784248 (country base: UK)

A series of papers addressing the area of accounting for control and decision making in universities reflecting the changing environment in which universities now operate. Specific issues such as introducing profit centre management, resource allocation, and development of overhead recovery models are placed in context of various British institutions.

BRAND SIMPSON, W., 1991, Cost Containment for Higher Education: Strategies for Public Policy and Institutional Administration, Praeger Publishers, New York. (country base: USA)

A review of public and institutional financial and academic policy which provides numerous recommendations for ameliorating the perennial problems of managing academic costs and undertaking cost containment strategies.

CIPFA, 1995, Treasury Management in Higher Education: A Statement of Best Practice & Guide (2 volumes), The Chartered Institute of Public Finance and Accountancy, London ISBN 0852996 500 (country base: UK)

Two volumes developed after extensive consultation with various financial bodies in higher education in Britain. The first sets out procedures and processes to ensure that treasury management is conducted professionally. Specifically, it recommends good practice , provides descriptions on issues that should be covered in policy, and gives advice on reporting mechanisms. The 'guide' expands on the 'statement' and includes practical advice on treasury organisation and controls, system and documentation and risk analysis.

CIPFA, 1994, Higher Education Finance, The Chartered Institute of Public Finance and Accountancy, London ISBN 0852996 357 (country bas : UK)

Subtitled: "An essential and comprehensive guide for all those involved with the financial requirements and practices of higher education institutions" this

document outlines the essential features of the financial structures and funding systems which underpin the higher education sector in Britain.

COMMITTEE OF VICE-CHANCELLORS AND PRINCIPALS, 1994, Good Purchasing Practice, A report by Ernst & Young for the CVCP, HEFCE, Bristol (REF: M 4.94) (country base: UK)

The report is intended to assist higher education institutions in reviewing the effectiveness of their purchasing procedures. It focuses on the day-to-day operation of the purchasing function, and outlines procedures for effective purchasing within universities and colleges. Although intended for UK institutions, the report is of much wider interest and relevance.

CORNISH, M.D., 1994, Managing Budget Deficits in Higher Education: the Experience of the University of Edinburgh Scotland, International Institute for Educational Planning, Paris (country base: UK)

Part of the IIEP series on 'improving the effectiveness of H.E. institutions' this study outlines the implementation of modernizing one university's financial management processes. It reflects on the streamlining of budgeting processes and devolution of planning, and on the overall effects on financial control and cost consciousness.

OECD, 1990, Financing Higher Education : Current Patterns, OECD, Paris ISBN 9264134220 (country base: international)

This report discusses the nature of the changes in the patterns of financing and control of higher education systems which have been observed in OECD countries over the past decade. It analyses the links between expenditure patterns, costs and efficiency in higher education in relation to the mechanisms by which institutions receive funds, and against the background of changing policies for public financing.

SHARMA, M,. 1992, Financial Management of Universities in India, Concept Publishing Co., New Delhi ISBN 8170222788 (country base: India)

This work depicts the financial system of the university institutions in India. The author suggests potential models for administering grants and allocation of funds and patterns of expenditure. Implications for policy are also discussed.

SULOCHANA, M., 1991, Financial Management of Higher Education in India, Chugh Publications, Allahabad ISBN 194772852 (country base: India)

This study attempts to shed light on the system of financing higher education in India, and the various problems faced by the universities in meeting the multitude of demands on limited resources - numerous recommendations are made.

WHALEN, E.L., 1991, Responsibility Center Budgeting: An Approach to Decentralized Management for Institutions of Higher Education, Indiana University Press, Bloomington (country base: USA)

This book calls attention to the need to identify higher education budgets and costs in terms of college and university academic missions. It dwells on basic principles, explains advantages and drawbacks, and considers issues of implementation. The book is based on the premise of responsibility centred budgeting, and provides a step-by-step description of process including examples.

WILLIAM, G 1992, Changing Patterns of Finance in Higher Education, Society for Research into Higher Education and Open University Press, Buckingham ISBN 0335156630 (country base: UK)

The author explores the extent of changes in the pattern of finance of higher education, and describes the responses of a variety of institutions which have had different degrees of success in obtaining and generating income. The changing relationships between institutional managers and academic departments is examined, and attempts made to evaluate the new funding arrangements in terms of their academic and managerial effects.

INCOME GENERATION AND ENTRE-PRENEURSHIP

BLAIR, R.D., 1992, Financial Diversification and Income Generation at African Universities, World Bank, African Region (country base: Africa)

A synopsis of the results of a 1991 survey of African universities which examined their progress toward diversification of income generation. Successful activities relating to creating better relationships with various constituents (government, students, donors) are presented. Recommendations are also included for managerial change aimed at increasing diversification and income generation.

PANABAKER, J., 1987, From Patrons to Partners : Corporate Support for Universities, The Corporate-Higher Education Forum, Toronto ISBN 192680039 (country base : Canada)

This is a report of a task force examining the relations between corporations and universities in Canada and how they are evolving. Models of corporate/university funding interaction are recommended

ROONEY HALL, M., 1993, The Dean's Role in Fund Raising, The John Hopkins University Press ISBN 0801844959 (country base: USA)

The author presents a case study of the fund raising programmes, and offers guidance on the practice of successful development operations. Of special interest is the author's blueprint of action that helps define a vision for future fund raising and plan its implementation.

TEMPLE, P. & WHITCHURCH, C. (eds), 1992, Universities in the Market Place, Conference of University Administrators (CUA - in association with Touche Ross) Obtainable direct from The Association of University Administrators, University of Manchester M15 6BH ISBN 0947931244 (country base: UK)

Part of a series of short monographs dealing with the entrepreneurial culture, and operating in the market place. Case studies for universities on examining entrepreneurship and academic excellence, entrepreneurialism in practice, and include the experience of private institutions of higher education in the United States.

WARNER, D. & LEONARD, C., 1992, The Income Generation Handbook, The Open University, Buckingham. ISBN 0335157181 (country base: UK)

This text which is intended for educational managers, sets out the policy context and theoretical framework for income generation. It also provides practical guidance on the topic, including marketing, short courses, student recruitment, and different funding sources. Descriptions are provided of over one hundred successful income generation projects.

WHEAL, J., 1991, Generating Income for Educational Institutions: A Business Planning Approach, Kogan Page, London ISBN 0749404043. (country base: UK)

Practical information is provided on the business strategy to be adopted by institutional managers, and on the use of business practices in an educational environment without compromising educational integrity. Issues covered include marketing, human resources, finance and various aspects of management.

WILLIAMS, G., 1990, Financing Higher Education - Current Patterns, OECD, Paris ISBN 926413220 (country base: international)

Describes the links between expenditure patterns, and costs and efficiency in higher education in the context of the mechanisms and changing policies for the allocation of public funding to institutions in OECD countries.

PLANNING AND THE EVALUATION OF INSTITUTIONAL PERFORMANCE

CAVE, M., HANNEY, S. & KOGAN, M., 1991, The Use of Performance Indicators in Higher Education: A Critical Analysis of Developing Practice (2nd Ed.), Jessica Kingsley, London ISBN 1853025186 (country base: UK)

This book provides a critical introduction to the basic concepts and practical considerations of using performance indicators within universities. It is written primarily from a UK perspective with one chapter devoted to a comparative view. Surveys of performance indicators relating to teaching

and research are presented, as well as a discussion on the various modes of application within various levels of an institution.

DOCHY, F.J., SEGERS, M.S. & WIJNEN, W.H. (eds.), 1990, Management Information and Performance Indicators in Higher Education : an International Issue, Asses, Van Gorcum ISBN 9023225023 (country base: international)

This book contains models of management systems in the UK, Australia and the Netherlands. The analysis of the helpful appendices provide information on formulation of indicators, and extracts are presented from UK and Australia working parties reports relating to performance indicators.

JOHNES, J. & TAYLOR, J., 1991, Performance Indicators in Higher Education: U.K. Universities, The Open University, Buckingham ISBN 0335094546 (country base: UK)

This examines the possibilities for developing performance indicators with particular reference to universities in the United Kingdom, in the context of the increasing pressure for public accountability. Conceptual and practical problems of using performance indicators are explored.

KELLS, H. R. (ed.), 1990, The Development of Performance Indicators for Higher Education: A Compendium for Eleven Countries, OECD, Paris (country base: international)

A compilation of position statements on the development of performance indicators in various European and Scandinavian countries as well as Canada and Australia. The statements place development in political and institutional contexts, identifying emerging relationships such as using performance indicators in evaluation and funding processes. Appendices include working examples of performance indicators from Australia, Finland, Netherlands and the United Kingdom.

KOGAN, M. (ed.), 1989, Evaluating Higher Education, Jessica Kingsley Publishers Ltd. London ISBN 1853025100 (country base: international)

This book contains articles drawn from the journal Higher Education Management which represent a wide range of approaches to evaluation of higher education. The chapters are framed around three major themes: the range of approaches to evaluation; the institutions and mechanics for evaluation; and the impact of evaluation. The authors provide perspectives on evaluating institutions, faculty, courses, departments and research drawing from an international background.

HUMAN RESOURCE MANAGEMENT (INCLUDING STAFF DEVELOPMENT)

Note: There are relatively few items that have been produced on personnel or human resource management within the specific context of higher education. Therefore in the following list, a number of more general works have been included.

ARMSTRONG, M. & MURLIS, H., 1991, Reward Management: a Handbook of Remuneration Strategy and Practice (2nd ed.), Kogan Page, London ISBN 0749402202 (country base: UK)

Although not concerned directly with higher education, this book does provide a comprehensive account of practical issues concerning the management of remuneration and reward. It will therefore be helpful for personnel practitioners whose institutions have some flexibility in determining their own arrangements concerning the pay and conditions of work of their staff.

BIDDLE, D. & EVENDEN, R., 1989, Human Aspects of Management (2nd ed.) Institute of Personnel Management, London ISBN 085293953 (country base: UK)

A general introduction to key interpersonal and communication skills required by managers in all organisations. Although again not specifically related to higher education, it will be useful for university managers wishing to reflect on the effectiveness of their managerial skills. The discussion is based largely on the culture assumptions of Europe and North America, and not all the content may be appropriate elsewhere.

BULL, I., 1990, Appraisal in Universities, Committee of Vice-Chancellors and Principals of the Universities of the United Kingdom and the Universities' Staff Development and Training Unit, Sheffield (country base: UK)

Staff appraisal systems in eight universities are compared and contrasted with critical issues identified. Issues relating to development of appraisal and further examples of effective practice are presented, as are recommendations for change in practice.

CRYER, P., 1990, Checklist for Identifying Training Needs, Committee of Vice-Chancellors and Principals of the Universities of the United Kingdom and Universities' Staff Development and Training Unit, Sheffield. (country base: UK)

A template of checklists which dentify training needs for various staff groupings: senior academic staff; academic staff; research staff; administrative staff; clerical and secretarial staff; technical staff; staff who have a responsibility for supervising other staff and food service staff. A practical point of departure for staff development officers in charge of training.

CVCP, 1993, Promoting People, Committee of Vice-Chancellors and Principals, London ISBN 0948890274 (country base: UK)

A report examining the various aspects relating to the management of staff in higher education. While UK based, it has value in comparative terms with similar issues in other university systems. Recommendations are made on pay, performance, productivity and the market; relations with trade unions and government, human resource management, job design and career development.

DINE, E. et al, 1993, Women in Higher Education Management, Commonwealth Secretariat and UNESCO, Paris (country base: international)

In this collection of essays, women managers analyse obstacles they have faced during their careers. Principal themes developed include: general participation of women in education; impediments to advancement; the development of strategies to surmount career limitations; and the contribution of women to higher education management. The book provides a framework within which existing practice may be reviewed and new policies elaborated.

ELTON, L. et al., 1994, Staff Development in Relation to Research, Occasional Green Paper No. 6, The UK Universities' Staff Development Unit, Sheffield ISBN 1858890527 (country base: UK)

A very practical monograph aimed at all levels of management responsible for staff issues. Based on the report of a task force, it examines issues relating to support of staff in a variety of roles: in their work with research students; as examiners of research students; as managers of their own research; as training students for teaching roles and in terms of pedagogic research. Each section includes recommendations for change in policy and further reading.

FLETCHER, C., 1993, Appraisal: Routes to Improved Performance, Institute of Personnel Management, London. ISBN 08529251X (country base: UK)

A practical guide to the implementation of staff appraisal systems in organisations in general. Designed primarily for personnel managers, it provides examples of appraisal schemes in operation. For the specific application of the concepts discussed in the book to higher education, readers would have to look elsewhere.

FORTUNATO, R. & ELLIOTT, J., 1988, A Handbook for Developing Higher Education Personnel Policies, College and University Personnel Association ISBN 19305686X (country base: USA)

This manual has been developed to assist personnel officers in writing or rewriting institutional personnel policies. The context is drawn extensively from the USA, but provides numerous examples on the writing or rewriting of policies. Each policy outline includes a check list of elements drawn from a variety of US colleges representing public and private universities of varying sizes.

KOGAN, M., EL-KHAWAS, E. & MOSES, I., 1994, Staffing Higher Education : Meeting New Challenges, Jessica Kingsley, London ISBN 1853025410 (country base::UK)

This book is the outcome of the OECD Institutional Management in Higher Education Project, and describes the problems facing those involved in the recruitment, training, rewards and employment of faculty staff. The recent experiences of institutions and the anticipated challenges of the next few years are explored.

MIDDLEHURST, R., 1993, Leading Academics, Society for Research into Higher Education/Open University Press, Buckingham ISBN 0335099882 (country base: UK)

A comprehensive account of leadership in British higher education. The author reviews contemporary ideas of leadership, and examines their relevance to academe. The relationship between models of leadership and practice at different levels of the institution is also explored, and it is argued that leadership needs to be enhanced order to increase responsiveness and creativity in higher education.

STOREY, J., 1992, Management of Human Resources, Blackwell, Oxford. ISBN 0631183981 (country base: UK)

As the application of human resource management is being increasingly introduced into higher education, it becomes important for universities to be able to review and critically consider the concept and its effectiveness, and this book allows the reader to do this. Despite having a less practical orientation than the rest of this bibliography, and not being related directly to higher education, the book is nonetheless a valuable introduction to the subject for personnel managers.

USDU, 1994, Staff Development for Teaching and Learning: Towards a Coherent and Comprehensive Approach, The UK Universities' Staff Development Unit, Sheffield ISBN 185889 0039 (country base: UK)
A review of university staff development as it relates to teaching and learning. Development is considered in relation to institutional levels, and for the various categories of staff: first teaching posts; part-time; as well as administrative. Recommendations are presented as are helpful bibliographies and appendices.

THE MANAGEMENT OF QUALITY

ASHWORTH, A. & HARVEY, R., 1994, Assessing Quality in Further and Higher Education, Jessica Kingsley, London, ISBN 853025399 (country base: UK)

Outlines the system of Total Quality Management (TQM) in further and higher education, with illustrations of quantitative measurement for its

evaluation. A handbook of techniques intended for managers of universities and colleges.

BARNETT, R.A., 1992, Improving Higher Education: Total Quality Care, The Open University, Buckingham ISBN 033509984X (country base: UK)

This book reviews the topic of quality in higher education, and offers proposals for action in assessing institutional performance, in reviewing the quality of course programmes, and in improving the curriculum and the character of the student experience.

COUNCIL FOR NATIONAL ACADEMIC AWARDS (CNAA), 1992, Academic Quality in Higher Education: a Guide to Good Practice in Framing Regulations, Quality Support Centre, The Open University, London ISBN 090347199X (country base: UK)

Based on the former CNAA's last Handbook of Regulations. The book provides detailed guidance on regulatory requirements for the academic provision of universities, on validation and peer group evaluation, on assessment and examinations and on miscellaneous related matters.

ELLIS, R. (ed.), 1993, Quality Assurance for University Teaching, SRHE/Open University Press, Buckingham ISBN 0335190251 (country base: UK)

This volume approaches quality assurance as it relates to teaching on three levels. First, it provides perspectives on the different approaches to assuring quality. Second, the characteristics of quality teaching are addressed. Finally, approaches to the development of university teaching are discussed. Case studies and reviews of current practice make this book practical in its approach to the topic.

HEQC, 1994, Guidelines on Quality Assurance, Higher Education Quality Council, London ISBN 1858241235 (country base : UK)

These guidelines were prepared for use by UK institutions, but provide a good working example for other university systems. Presented in three major sections, the first sets out the rationale and origin of the guidance; the second provides a convenient checklist for quality assurance systems; and the final section outlines aspects of practice from systems already operating within institutions. Useful listings follow each section indicating further sources of information which might provide additional guidance.

KELLS, H.R., 1992, Self-Regulation in Higher Education: a Multi-National Perspective on Collaborative Systems of Quality Assurance and Control, Jessica Kingsley, London ISBN 1853025283 (country base international)

Intended as a reference source and guide for policy makers, the book describes several major forms of regulatory systems for higher education.

Existing models and systems are examined in national contexts. Useful appendices include excerpts from various reports examining national and regional systems.

SHERR, L & TEETER, D. (eds.), 1991, otal Quality Management in Higher Education, Jossey-Bass Inc., San Francisco ISBN 1555427731 (country base: USA)

Part of the 'New Directions for Institutions Research' series, this edited volume presents a practical introduction to the issues relating to the introduction of Total Quality Management in higher education. Overcoming barriers, assessing leadership culture and the relationship between assessment and TQM are some of the chapter themes. Each author includes a list of references which provides a useful guide to those involved with TQM.

VROEIJENSTIJN, A.I., 1994, Improvement and Accountability: Navigating between Scylla and Charybdis, Jessica Kingsley, London ISBN 1853025461 (country base: the Netherlands)

Provides a guide for the design of systems of external quality assessment, drawing on a model developed in The Netherlands, but recognising that no one model will meet the needs of different systems of higher education.

VUGHT, F. van & WESTERHEIJDEN, D., 1992, Quality Management and Quality Assurance in European Higher Education: Methods and Mechanisms Centre for Higher Education Policy Studies, Twente ISBN 9282663914 (country base : Europe)

This is an overview of quality assessment in higher education in twelve member countries of the European Community, and of the six member states of the European Free Trade Association. Focusing on the general systems of the quality assessment and their common elements, the study stresses the new methods of evaluation.

WARREN PIPER, D., 1993, Quality Management in Higher Education, Australian Government Publishing Service, Canberra, (2 Volumes), ISBN 0644289139 (country base: Australia)

The first part of the book deals with approaches to analysing quality management, with different sections cover the setting of missions, definitions, procedures for quality assurance and criteria. The second part is a sourcebook with regard to many of the topics, and draws upon theoretical models to assist university staff who have responsibility for quality management. Overall, the book provides a conceptual framework for the management, assessment and audit of quality in higher education institutions.

THE MANAGEMENT OF ACADEMIC ACTIVITIES

BOCOCK, J. & WATSON, D. (eds.), 1994, Managing the University Curriculum: Making Common Cause, SRHE and Open University Press, Buckingham ISBN 0335193390 (country base UK)

Drawn from experience of institutional managers in the U.K., this volume examines the dilemmas and opportunities faced by managers and other stakeholders in relation to the expansion and changing expectations of the university curriculum.

COMMITTEE OF SCOTTISH UNIVERSITY PRINCIPALS, 1992, Teaching and Learning in an Expanding Higher Education System, Scottish Centrally-Funded Colleges, Edinburgh ISBN 0951937715 (country base: UK)

This is a report commissioned by the CSUP that has recommendations which could provide insight for institutions beyond the Scottish and UK borders. It addresses current developments in technology based learning, and examines policy relating to the implementation of organisational structures, on the benefits and costs of teaching and learning in a mass higher education setting. [also known as the 'McFarlane Report']

LOYNS, R.M.A. & KATEPA-MUPONDWA, F. (eds.), 1994, Management for Researchers, Department of Agricultural Economics & Farm Management, Winnipeg ISBN 550563076 (country base: International)

This publication is a compilation of papers and contributions from a research management workshop involving participants from Canada and Africa. The papers address the problems which are faced by university graduates moving from an academic (primarily agricultural based) setting into management roles in developing African countries. Case studies exemplify issues such as macroeconomic management, financial management and budgeting and management of research projects.

SCRIVEN, B., LUNDIN, R. & RYAN, Y., 1993, Distance Education for the Twenty-first Century, International Council for Distance Education and Queensland University of Technology, Brisbane ISBN 08685690038 (country base: international)

A lengthy volume of selected papers from the 1992 world conference on distance education. Themes examined in detail include: distance education and development, development of materials, theory and research, applications of technology and issues relating to students. An useful resource for administrators and practitioners.

WATSON, D. et al, 1990, Managing the Modular Course: Perspectives from Oxford Polytechnic, SRHE/OU Press, Buckingham ISBN 0335 095615 (country base: UK)

A text primarily based on one institution's implementation of a modular course model, it contains practical descriptions of how courses are organized,

developed, managed and evaluated. Practical examples and frank discussion of the difficulties, make this book a useful guide for policy-makers and those implementing modular courses.

THE MANAGEMENT OF STUDENT SERVICES

CAUL, B., 1993, Value-Added: The Personal Development of Students in Higher Education, December Publications, Belfast ISBN 0951706845 (country base: UK)

While the opening chapters are primarily UK oriented, the remaining four chapters provide practical advice on student service administration in higher education. The author has not gone into lengthy detail on any of the issues, but has presented some illustrative case studies and structural models which would be helpful to those just organising or reorganising their student services.

CIVIL, J., 1991, Managing Student Services, Staff College, Coombe Lodge Report, Blagdon Bristol BS18 6RG ISSN 03058441 (country base: UK)

Insights into both the processes of developing policies and strategic plans for student services, and a range of very practical perspectives in the implementation of those plans forms the basis of this book. The often neglected aspect of marketing the services once they are in place is also dealt with in some detail.

GARLAND, P. H., 1985, Serving More Than Students: A Critical Need for College Student Personnel Services, ASHE-ERIC Higher Education Report No. 7, Association for the Study of Higher Education, Washington ISBN 0 913317 268 (country base: USA)

An examination of the increasing role that Student Affairs Departments are having to play in the ever-changing higher education systems. Initially the changes in society, political trends, student clientele and institutional strategies are discussed. Finally, a presentation of how new roles must evolve and its implications for program, services and professionals are outlined. Although U.S. based, it still provides a point of departure for institutions examining their approach to student affairs.

HEQC, 1994, Guidance and Counselling in Higher Education, Higher Education Quality Council, London ISBN 1858241499 (country base : UK)

This report provides insight into how British universities were addressing the guidance and counselling practice in the early 1990's, but more importantly, outlines the development work that has since taken place to enhance those programmes. Specific examples are discussed ranging from staff development, to changes in provision of service and development of support groups and materials.

QUANN, C. J. & ASSOCIATES, 1979, Admissions, Academic Records and Registrar Services: a Handbook of Policies and Procedures, Jossey Bass, Washington ISBN 0875894194 (country base: USA)

A set of 13 papers discussing various aspects of the management of student administration from the context of the higher education of the USA. Not all the information provided is directly relevant to all university systems, but student admissions officers may be able to gain ideas about their own systems by comparing their activities with the processes described in this book.

SCHOLOSSBERG, N., LYNCH, A. & CHICHERING, A., 1989, Improving Higher Education Environments for Adults: Responsive Programs and Services from Entry to Departure, Jossey-Bass Inc., San Francisco ISBN 0712331875 (country base : USA)

Aimed primarily at institutional administrators, this book will also be of interest to student development professionals whose responsibility it is to organise and implement the wide range of suggestions. The central theme addresses the need to provide functional support for the changing student population reflecting the increased number of mature students.

THE MANAGEMENT OF LIBRARIES

ASSOCIATION OF RESEARCH LIBRARIES, 1994, Reports of the AAU Task Forces, Association of American Universities Research Libraries Project in collaboration with the Association of Research Libraries. Washington ISBN 0918006 244 (country base: USA)

A compilation of three reports developed through task forces comprised of university administrators, librarians and faculty members from US universities. The reports address: Acquisition and distribution of foreign language and area studies materials; A national strategy for managing scientific and technological information; and intellectual property rights in an electronic environment.

CUMMINGS, A. et al., 1992, University Libraries and Scholarly Communication, Association of Research Libraries, Washington ISBN 9918006 228 (country base : USA)

A report examining the existing landscape of academic libraries (primarily in the USA) with a view to providing a basis of exploring new directions in library management. Presented in two sections, the first discussing historical trends relating to collections, expenditures and publications. The second section addresses information needs and new technologies, specifically electronic publishing, resource sharing, economic and legal issues, networks and infrastructures and information as a commodity.

HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND (HEFCE), 1993, Joint Funding Councils' Libraries Review Group Report, Higher Education Funding Council, Bristol ISBN 651734834 (country base:UK)

A review of library provision in higher education institutions in the United Kingdom, concentrating on issues to be addressed in the context of changes anticipated in the next five to ten years. It covers such issues as management and strategic planning, library provision for teaching and research and the role of information technology in libraries.

HIGHER EDUCATION FUNDING COUNCIL FOR ENGLAND (HEFCE), 1993, Supporting Expansion : a Report on Human Resource Management in Academic Libraries. A report by the John Fielden Consultancy prepared for the Higher Education Funding Council, Bristol. (country base: UK)

This report examines the changing situations with regard to staffing and the organisation of learning and research support services. It identifies the most likely future models of service using American and Australian experiences as a comparative basis, and makes recommendations on the human resource management implications of the possible new structures.

LINE, M. (ed.), 1990, Academic Library Management, The Library Association, London ISBN 0853658390 (country base: UK)

A collection of 32 papers on various aspects of library management, grouped under the main headings of: functions and objectives; collection management; services; cooperation; staffing and personnel; evaluation; finance; automation and electronic technology; and marketing and public relations.

ROSS, E.G. (Chairman), 1990, Library Provision in Higher Education Institutions, (Report 7, commissioned by the Higher Education Council), Australian Government Publishing Service, Canberra ISBN 0644135433 (country base : Australia)

A wide-ranging review of library provision needed to meet the re-organisation of higher education in Australia into the unified National System. Emphasis is placed on effectiveness and efficiency of library services, and performance indicators and strategic planning.

SUTHERLAND, P., 1992, The Management of Integrated Learning Resources, Council of Polytechnic Librarians (COPOL) ISBN 0907130429 (country base: UK)

This examines the organisation and management of integrated learning resources, combining library and computer-based information provision in higher education institutions. It also deals with factors influencing the provision of integrated learning resources, and examines different models of appraisal both theoretically and as case studies.

VEANER, A., 1990, Academic Librarianship in a Transformational Age: Program, Politics and Personnel, G.K. Hall and Co., Boston, USA ISBN 0816118663 (country base: USA)

The content is primarily based on American experiences, but has universal validity. Management issues are placed firmly in the academic library scenario and cover a wide variety of topics. These range from the academic community as institution and workplace, to duties and responsibilities in librarianship, and managing the administrative challenge. Initial chapters deal primarily with management issues, but are followed by the body of the work which deals with the development of the academic librarian as manager, leader, and administrator.

THE MANAGEMENT OF INFORMATION TECHNOLOGY

AAU/AAAS, 1993, Electronic Networking for West African Universities, Association of African Universities & American Association for the Advancement of Science, Washington (country base : Africa)

A report drawn from a workshop held in Ghana which focussed on opportunities for West African universities to participate in the academic benefits afforded by electronic networking technologies. The document includes a report on the workshop as well as chapters exploring perspectives on sustainable academic networks in Africa; UNINET-ZA networking experiences and factors involved in creating a sustainable academic and research network.

BRINDLEY, L. (ed.), 1988, The Electronic Campus an Information Strategy, British Library Board, Wetherby ISBN 0712331875 (country base: UK)

An exploration of the implications of information technology relating to the nature and methods of teaching and research across the academic disciplines. Economic issues are discussed, as are the organisational implications of the need for an IT strategy within higher education institutions. Case studies depicting different approaches to IT development in the UK are also provided.

BULL, G., DALLINGA-HUNTER, C., EPELBOIN, Y., FRACKMANN, E., & JENNINGS, D, 1994, Information Technology : Issues for Higher Education Management, Jessica Kingsley, London ISBN 1853025429 (country base: international)

The first section of the book analyses information technology in the areas of teaching and learning, research, administration, management and libraries. The second part looks at comparative reports from different European countries.

COOPERS & LYBRAND, 1988, Information for Independence: Financial Management Information Systems for Polytechnics and Colleges, 2 volumes Committee of Directors of Polytechnics, London. ISBN 0950419060 (country base : UK)

A two volume report addressing the information needs for institutions of higher education. Volume one discusses specific information needs in terms

of data relating to students, staffing, estate and capital management, courses, research and consultancy and accommodation. Detail is also given on necessary data collection for computerized financial management. The second volume discusses the application profiles for recommended systems as well as a software industry survey and system specification. This second volume is specifically aimed at finance and computer staff who have responsibilities for development and implementation of MIS.

ELLINGTON, H., PERCIVAL, F. & RACE, P., 1994, A Handbook of Educational Technology (Third ed.), Kogan Page, London ISBN 0749408499 (country base: UK)

An overview of the principles and applications of educational technology, which covers recent developments including student-centred learning, course modularisation, and distance-learning strategies and assessment.

McMAHON, W., 1992, An Efficiency-Based Management Information System, UNESCO: International Institute for Educational Planning, Paris ISBN 9289311530 (country base: international)

This pragmatic booklet presents the rationale, design and data sources for an institutional management information system with specific reference to adapting to local conditions in developing countries. Conceptual frameworks for an MIS are outlined as are details relating to key indicators necessary for achieving educational effectiveness and efficiency.

OOSTHOEK, H. & VROEIJENSTIJN, T. (eds.), 1989, Higher Education and New Technologies, Pergamon Press, London ISBN 0080372619 (country base: Europe)

The focus of these papers is the application of new technology in the fields of teaching/learning in various disciplines and in management information systems and administration. Three main themes are discussed; the influence and consequences of new technologies for learning and instruction, the influence and consequences for management and institutional structures, and the possibility of introducing new technologies in developing countries.

WOODSWORTH, A., 1991, Patterns and Options for Managing Information Technology on Campus, American Library Association ISBN 0 838905463 (country base: USA)

The result of interviews with chief information officers (CIO) and information managers, the author presents ideas about management options and organizational configurations relating to information technology management. Detailed descriptions of problems inherent in IT, functions and roles of CIOs, and suggested organizational models are given.

DESCRIPTIONS OF COMMON-WEALTH HIGHER EDUCATION SYSTEMS

This section contains a small number of references on the organisation and management of Commonwealth and other relevant international higher education systems, which provide a helpful overview of issues for university managers.

ALTBACH, P. G. (ed.), 1991, International Higher Education: An Encyclopedia, Garland Publishing Inc., New York ISBN 0824048474 (country base: international)

A two volume set, the first of which comprises chapters examining various aspects related to higher education in the 1990's, including: expansion, university reform, academic freedom and women in higher education. The second volume presents overviews on higher education in the various regions: Asia; Australia; Europe; Latin America; Middle East and North America. The presentation is not standardized, but does provide basic information on historical trends, structure, reforms and relationships with industry and governments.

ALTBACH, P.G. & CHITNIS, S., 1993, Higher Education Reform in India: Experience and Perspectives, Sage Publications, London ISBN 0803991118 (country base: India)

This book analyses some of the changes that have taken place in Indian higher education in the past four decades, emphasizing the recent and most significant developments. It also examines the policy context in which these changes have taken place.

CAMERON, D.M., 1991, More than an Academic Question; Universities, Government and Public Policy in Canada, Institute for Research on Public Policy, Halifax ISBN 194501565 (country base: Canada)

The author examines the shape of public policy on higher education in Canada, analyses the changing roles of the federal government, and accounts for the profound transformation that has taken place in the governance and management of universities.

DEPARTMENT OF EMPLOYMENT, EDUCATION AND TRAINING, 1994, Directory of Commonwealth Higher Education Functions, Higher Education Division DEET, Canberra ISBN 0644333405 (country base: Australia)

This booklet provides up-to-date information concerning the specific role of the Commonwealth's Higher Education Division in Australia. Detailed accounts of programme delivery arrangements relating to payments to institutions, quality assurance, research, capital funding and other areas are provided.

FEDERAL REPUBLIC OF NIGERIA, 1991, Higher Education in the Nineties and Beyond, Report of the Commission on the Review of Higher Education in Nigeria, Ministry of Education (country base: Nigeria)

A detailed report of the Commission on the Review of Higher Education in Nigeria which was presented in 1991. It provides an in-depth perspective of post-secondary and higher education relating to: the development role, manpower supply and demand, administration, funding, students, conditions of service and future aspirations. [Also known as the Gray Longe Report.]

GELLERT, C. (ed.), 1992, Higher Education in Europe, Jessica Kingsley, London ISBN 1853025291 (country base: European)

This book, based on a conference held in 1990, offers a starting point for understanding issues in cooperation and integration within European higher education. It is divided into three main sections - the structural modification of 'major' European systems, six accounts of diversifications within 'minor' systems, and an examination of higher education within the European Union.

GOEDEGEBUURE, L.; KAISER F.; MAASSEN P.; MEEK L.; van VAUGHT F.; & de VEERT, E. (eds.), 1993, Higher Education Policy: An International Comparative Perspective, International Association of Universities and Pergamon Press. Oxford ISBN 0080423930 (country base: International)

One of a series of works focussing on increasing efficiency and improving performance in higher education. The issues of authority, accountability and quality assessment are recurrent themes in the book, which examines recent higher education policy developments in eleven countries.

GREGOR, A. & JASMIN, G. (eds.), 1992, Higher Education In Canada, Dept. of the Secretary of State, Ottawa (country base: Canada)

This work is the result of a collaborative effort by Canadian scholars of higher education. According to the editors, it is "the first effort of its kind to describe the Canadian post-secondary system in its entirety, bringing together the two major realms of the community colleges and the universities". Issues such as structure of the Canadian system, examination of the enrolment patterns, staff functions and the evolution of academic disciplines are discussed.

HARMAN, G. & SELIM, M. (eds.), 1991, Funding for Higher Education in Asia and the Pacific: Strategies to Increase Cost Efficiency and Attract Additional Financial Support, UNESCO, Bangkok (country base: International)

A detailed examination of the problems facing the Asia and Pacific regions relating to funding of higher education. Two strategies are put forward to address the issue, namely, achieving efficiency through cost analysis and the diversification of funding resources to reduce dependence on government

support. Case studies provide working examples of recent initiatives and possibilities for additional funding sources.

MARSHAL, N. & WALSH, C. (eds.), 1992, Federalism and Public Policy: The Governance and Funding of Australian Higher Education, The Australian National University, Canberra ISBN 0731514483 (country base: Australia)

This book, one in a series on federalism and public policy in Australia, contains revised versions of papers presented at a conference on the governance and funding of higher education. The papers deal with the impact of the Commonwealth's policies on the universities. In particular the volume focuses on three major issues: the intergovernmental environment that has developed, the strengths and weaknesses of financial arrangements, and the nature of the interface between government and institutions.

NEAVE, G. & VUGHT, F.A. (eds.), 1994, Government and Higher Education Relationships Across Three Continents : the Winds of Change, Pergamon, Oxford ISBN 0080423914 (country base: International)

This is the second volume in the series "Issues in Higher Education" produced by Pergamon in collaboration with the International Association of Universities (IAU). The authors analyse the relationships between government and higher education in twelve countries in three continents - Africa, Asia and Latin America. Each chapter contains a case study and explores issues such as market forces, institutional autonomy and innovation, as well as dealing with theoretical aspects.

RAZA M. (ed.), 1991, Higher Education in India : Retrospect and Prospect, Association of Indian Universities, New Delhi ISBN 23064703 (country base: India)

A detailed perspective on Indian higher education from ancient to contemporary times. Inequities within the system are examined, as are structure, finance and faculty issues. Discussion on the status of distance education is presented as are the prospects of change in the twenty-first century.

UNIVERSITY & POLYTECHNIC GRANTS COMMITTEE OF HONG KONG, 1993, Higher Education 1991-2001, an Interim Report, The Government Printer, Hong Kong (country base: Hong Kong)

This report describes progress on the implementation of significant changes to the higher education system in Hong Kong undertaken in the past decade. It reviews in detail the result of the revised structural changes implemented in 1988, as well as looking beyond the conclusion of those changes to the early twenty-first century.

JOURNALS RELEVANT TO HIGHER EDUCATION MANAGEMENT

This section contains a concise list of journals of interest to higher education managers and administrators. The criteria for selection is that all journals must: regularly carry relevant articles of international interest on higher education management; be available for purchase and subscription internationally; and have all published articles refereed by suitably qualified professional peers.

Australian Universities' Review (ISSN 0818- 8068) C/NTEU PO Box 1323, South Melbourne, Victoria 3205

The Australian Universities' Review is published by the National Tertiary Education Union (NTEU). It aims to be a forum for the discussion of issues confronting Australian universities with particular reference to those matters which concern NTEU: broadly on institutional and staff issues. Institutional issues are those covered by such topics as the social role of institutions of higher education; funding and the role of funding bodies; government education policy; public debate about education; Commonwealth/State relationships; private sector involvement in higher education; fees; university autonomy and accountability; university and departmental government. The staff issues cover such topics as salaries and conditions; promotion procedures; discrimination in employment; affirmative action; research management; professional development issues including external activities.

British Journal of Academic Librarianship (ISSN 0269-0497) Taylor Graham Publishing, 500 Chesham House, 150 Regent St., London W1R 5FA, UK.

The British Journal of Academic Librarianship in an international journal designed to explore the range of issues of current concern to academic librarians. These include: information technology; major cooperative or commercial library systems; the development of in-house systems, particularly those involving microcomputer applications; developments in academic library management; management information systems; marketing; collection management; the academic role of the librarian; and education, training, and staff development.

Canadian Journal of Higher Education (ISSN 0316-1218) Canadian Society for the Study of Higher Education, Bureau de Recherche Institutionelle, Universite de Montreal, C.P. 6128, Succursale "A" Montreal, P.Q. H3C 3J7, Canada

The Canadian Journal of Higher Education is a publication of the Canadian Society for the Study of Higher Education. The Journal is intended to serve as a medium of communication among persons directly involved in higher education in Canada, or deeply interested in this field. The principal focus is on Canadian higher education, but not to the exclusion of developments in other countries which are of concern to the Canadian scene.

European Journal of Education (ISSN 0141-8211) Carfax Publishing Company, P.O. Box 25, Abingdon, Oxfordshire OX14 3UE, England

The European Journal of Education devotes its attention to educational reforms and general developments in Western and Eastern Europe and in particular to policy implications and the issues they raise. The official journal of the European Cultural Foundation's European Institute of Education and Social Policy (Paris), it is intended not only for the conventional audience of academics, research workers, and teachers and students in higher education, but also for administrators and policy makers in international organisations and national and local government. The journal is published four times a year, in March, June, September and December.

Higher Education: The International Journal of Higher Education and Educational Planning (ISSN 0018-1560) Kluwer Academic Publishers, Postbus 17, 3300 AH Dordrecht, The Netherlands

Articles consider the problems of teachers as well as students, of planners as well as administrators, and review long-standing systems as well as new ideas for the future. Higher Education offers the opportunity for an exchange of research results, experience and insights and provides a regular forum for discussion between experts. It publishes authoritative reviews, comparative studies and analyses of specific problems. Each issue contains a book review section.

Higher Education in Europe (ISSN 0379-7724) UNESCO European Centre for Higher Education, 39 Stirbei Voda, Bucharest, Romania

Higher Education in Europe is a quarterly review published by CEPES. It deals with major issues and trends in contemporary higher education and presents information on current developments and events in this field. While focusing mainly on Europe and North America, it regularly features contributions from other regions in the world as well. The review appears in English, French and Russian.

Higher Education Management (ISSN 1013-851X) OECD. Centre for Educational Research and Innovation, 2 rue Andre-Pascal, 75775 Paris Cedex 16, France

Higher Education Management is addressed to administrators and managers of institutions of higher education and researchers in the field of institutional management. It covers the field of institutional management through articles, reports on research projects and book reviews. It also serves as an information source on the activities and events organised by OECD's Programme on Institutional Management in Higher Education. The journal appears three times a year and is issued in English and French.

Higher Education Policy (ISSN 0952-8733) Kogan Page, 120 Pentonville Road, London N1 9BR, England

Higher Education Policy provides an international platform to the world community of higher education for sharing information, experience and ideas

on the role of higher education in society today. The journal is published under the responsibility of IAU's International Universities Bureau. It is published quarterly in March, June, September and December.

Higher Education Quarterly (ISSN 0951-5224) Basil Blackwell Ltd. 108 Cowley Road, Oxford OX4 1JF, England

Higher Education Quarterly is mainly concerned with examining policy issues relating to British based higher education. Recent issues have discussed government relations; TQM; institutional structure; and research concerns. Each issue covers reviews of recently published work in the field.

Higher Education Research and Development (ISSN 0729-4360) Higher Education Research and Development Society of Australasia,c/o T.E.R.C., P.O. Box 1 Kensington, N.S.W. 2033, Australia

Higher Education Research and Development aims to serve the needs of teachers, researchers, students, administrators and everyone concerned with the present and future of higher education. The journal is published under the auspices of the Higher Education Research and Development Society of Australasia Incorporated (HERDSA Inc.). It is published twice a year in June and November.

Higher Education Review: The International Journal of Policy and Practice in Post School Education (ISSN 0018-1609) Tyrrel Burgess Associates Ltd, 34 Sandilands, Croydon CRO 5DB England

Higher Education Review is an academic journal committed to the critical examination of post school education on an international basis. It is the policy of the Review to encourage fundamental discussion and to question received opinion. Its stance is one of enquiry and criticism. Two of the journal's five stated areas of fundamental discussion relate directly to management issues in higher education.

Journal for Higher Education Management, American Association of University Administrators, George Washington University, 2121 Eye Street, N.W. , 8th Floor, Washington, DC 20052, USA

The purpose of the Journal of Higher Education Management is to promote and strengthen the profession of college and university administration. Through it are encouraged discussions of current issues and challenges facing higher education administration; exchanges of practical wisdom and techniques in the areas of higher education leadership; policy analysis and development; institutional management; and, most importantly, the identification and explication of the principles and standards of higher education administration. The journal is sponsored by AAUA and published biannually (Winter/Spring issue in April and Summer/Fall issue in October).

Journal of Higher Education (ISSN 0022-1546) Ohio State University Press, 175 Mount Hall, 1050 Charmack Avenue, Columbus, OH 43210, USA
Articles in the Journal of Higher Education encourage the creation of effective policy and the enhancement of professional development in all areas within the university, the four-year college and the community college. The journal publishes original scholarship, extensive review essays, creative approaches to instruction and administration, and reviews of important new books. It is published bimonthly.

Planning for Higher Education (ISSN 076-0983) The Society for College and University Planning, 4251 Plymouth Road, Suite D, Ann Arbor, MI 48105-2785 USA

This journal is a quarterly production of the Society for College and University Planning, an association of professionals devoted to planning at academic institutions. Planning for Higher Education seeks to transmit the knowledge, ideas, research and experience most likely to advance the practice of higher education planning and policy making. The journal publishes articles in four areas of planning: academic, administrative, financial and facilities.

Research in Higher Education (ISSN 0361-0365) Center for the Study of Higher Education, Room 100, Education Annex 1, Memphis State University, Memphis, TN 38152 U.S.A.

Research in Higher Education is of primary interest to institutional researchers and planners, faculty, college and university administrators, student personnel specialists and behavioural scientists. Generally, studies seek to contribute to an increased understanding to aid faculty and administrators in making more informed decisions about current or future operations, and which improve the efficiency or effectiveness of the institution.

Research into Higher Education Abstracts (ISSN 0034-5326) Carfax Publishing Company, P.O. Box 25, Abingdon, Oxfordshire OX14 3UE, UK

Published on behalf of the Society for Research into Higher Education, Research into Higher Education Abstracts provides a regular survey of the international periodicals relevant to the theory and practice of higher education. More than 600 abstracts are produced each year, as are a selective coverage of books and monographs. Topics covered include: systems and institutions, teaching and learning,assessment and course evaluation, and information technology and networks. Each year's three issues contains an author and subject index and an annual cumulation is also provided.

Studies in Higher Education (ISSN 0307-5079) Carfax Publishing Company, P.O. Box 25, Abingdon, Oxfordshire OX14 3UE, England

While this journal publishes articles on all aspects of higher education, pride of place is given to those which throw light on the day-to-day processes of teaching and learning, and the social and institutional contexts in which they

take place. The journal welcomes contributions from those concerned to bring their own specialist expertise to bear on questions of academic organisation and practice. The central aim is to illuminate those factors which contribute to effective course design and efficient teaching and learning in higher education.

Tertiary Education and Management: the Journal of EAIR, a European Higher Education Society, Jessica Kingsley Publishers, 116 Pentonville Road, London N1 9JB

This new journal will be launched in the spring of 1995. It is intended for professionals in the area of higher education management, and for academics researching that area. Initially, the first issues will be comprised of papers from the previous EAIR Forum. The Journal will have two issues a year.

The Review of Higher Education (ISSN 0162-5748) 2002 School of Education, The University of Michigan, Ann Arbor, MI 48109-1259 U.S.A.

The Review of Higher Education is published quarterly by the Association for the Study of Higher Education (ASHE). Its primary aim is to publish articles, essays and reviews that advance the study of colleges and universities, while endeavouring to maintain relevancy to other scholars, academic leaders and policy makers.

INTERNATIONAL ASSOCIATIONS

This section lists some of the main international associations concerned with higher education that either produce publications or undertake other activities that may be of interest to the managers of Commonwealth universities.

Association of African Universities (AAU) POB 5744 Accra-North, Ghana. Tel: 21 665461 Fax: 21 774338

Formed in 1967 to: promote exchanges, contacts and cooperation between university institutions in Africa; to study and make known educational and related needs in Africa; and to coordinate the means whereby these needs may be met. Members include 94 university institutions, and AAU has a library of 4,000 volumes. Publishes: *Newsletter* three times per year and *Directory of African Universities* every two years.

Association of Commonwealth Universities (ACU) John Foster House 36 Gordon Square, London WC1H 0PF England Tel: 0171 387 8572 Fax: 0171 387 2655

Formed in 1913, the ACU organizes major meetings of Commonwealth universities and their executive heads, and acts as a liaison office and general information centre on Commonwealth universities. It provides an appointments service for filling university staff vacancies in the Commonwealth, and administers various bursary and exchange programmes. Membership includes 420 universities and university colleges. The ACU has a library of 16,000 volumes.

Annual publications include: *Commonwealth Universities Yearbook, List of University Institutions in the Commonwealth, Post-Graduate Study Abroad (series).* Biannual publications include: *Awards for University Teachers and Research Workers, Awards for Postgraduate Study at Commonwealth Universities, Awards for University Administrators and Librarians, Awards for First Degree Study at Commonwealth Universities. The ACU Bulletin of Current Documentation* is produced five times a year, and *Appointments in Commonwealth Universities* is produced fortnightly.

Association of Indian Universities (AIU) AIU House, 16 Kotla Jirj, New Delhi, India 110002 Tel: 33 1 5105 Fax: 33 1 5105

Founded in 1925, the AIU facilitates the exchange of information between universities, organizes meetings and conferences, and researches into examination reforms, the economics of education and overseas degree equivalence. It also liaises with foreign universities. It has 212 member universities and houses a library of 30,000 volumes. The AIU publishes a series of handbooks annually, *University News* weekly, and ongoing monographs and research publications.

Association of Southeast Asian Institutions of Higher Learning Ratasastra Building 2, Chulalongkorn University, Bangkok 10330 Thailand Tel: 662 251 6966 Fax: 662 255 4441

The Association aims to promote the economic, cultural and social welfare of the people of Southeast Asia by means of educational cooperation and research programmes, fostering the cultivation of a sense of regional identity and interdependence and cooperating with other regional and international organizations; serving as a clearing-house for information ; and providing opportunities for distinctive academic achievements. Publishes: *Newsletter; Handbook and Seminar Proceedings.*

European Institute of Education and Social Policy Foundation Europeenne de la Culture Universite Paris IX-Dauphine, 1 place du Marechal de Lattre de Tassigny, 75116 Paris, France Tel: 147 270641 Fax: 145 538134

Its main purpose is the study of specific issues in education, employment and social policy; policy oriented and research programmes and seminars are undertaken for European governments, international organizations, universities or regional and local bodies. Publishes: *European Journal of Education (quarterly)*

Inter-American Organization for Higher Education (IOHE) 3460, rue de la Perade Sainte-Foy, Quebec, G1X 3Y5 Canada Tel: 418 644 6910 Fax: 418 646 3039

The IOHE is an international non-governmental organization founded to increase cooperation links between universities in North America, Latin America and the Caribbean. It works in four areas: university management; scientific cooperation linked to socio-economic development; the production and dissemination of information about higher education; and the development of communication networks for teaching and research. Principal publications: *Inter America* (four times a year); *IGLU Inter-American University Management Journal* (biennially)

International Institute for Educational Planning (IIEP) 7-9 Rue Eugene-Delacroix, 75116 Paris, France Tel:331 45037735 Fax:331 40728366

The IIEP is an international centre for advanced training and research in the field of educational planning. It was established by UNESCO in 1963 with the aim of contributing to the development of education throughout the world by expanding both knowledge and the supply of competent professionals. In this endeavour the Institute cooperates with interested training and research organisations in member states. IIEP publishes monographs, research publications and a newsletter relating to its mission and aims.

The International Association of Universities (IAU) Unesco House 1, rue Miollis, 75732 Paris, Cedex 15, France Tel: 331 45682545 Fax: 331 47347605

Under a formal agreement with UNESCO, IAU operates, at The International Universities Bureau, the joint IAU/UNESCO Information Centre on Higher Education This centre has a specialized collection of literature and

documentation on: higher education systems and institutions, on higher education policies, and on research on higher education worldwide. These resources are currently being computerized in close cooperation with UNESCO. Three databases will thus be accessible, one bibliographical, another institutional and a third specially designed to facilitate the recognition of studies, diplomas and degrees, and to promote international academic mobility, and, in particular, interregional exchanges.

Issues in Higher Education, is IAU's new monograph series examining questions of higher education policy of contemporary and of practical concern to leaders, administrators, teachers, researchers and students. It focuses both on advanced industrial and developing countries. Resolutely comparative in approach, the series promotes original studies which develop an international perspective. *Issues in Higher Education* is jointly published by the International Association of Universities and Pergamon Press, Oxford. Other selected publications include: *International Handbook of Universities* (every two years); *World Guide to Higher Education* (prepared by IAU and published by UNESCO); *Differing Types of Higher Education; Higher Education and Development in South East Asia.*

Institutional Management in Higher Education (IMHE) 2 rue Andre-Pascal, 75775 Paris, Cedex 16, France Tel: 331 45249264 Fax: 331 4224 0211

Although IMHE was founded in 1969 as an activity of the Organisation for Economic Cooperation and Development's (OECD) newly established Centre for Educational Research and Innovation (CERI), the project did not gain independent status until 1972. The main objectives of IMHE are to promote, through research, training and information exchange, greater professionalism in the management of institutions of higher education; and to facilitate a wider dissemination of practical management methods and approaches. Publishes *info* newsletter three times per year in English and French.

Regional Institute of Higher Education and Development (RIHED) c/o Office of National Education Commission, Sukhotai Road, Bangkok, 10300 Thailand. .Tel: 662 243 2787

Founded in 1970 to facilitate cooperation between universities and governments in SE Asia and to enhance the contributions of higher education to the social and economic development of the region. The RIHED also holds seminars and conferences; conducts research; provides advisory and clearing-house services. Publishes monographs, research papers, occasional reports, conference, seminar and workshop proceedings.

United Nations Educational, Scientific and Cultural Organization (UNESCO) 7 Place de Fontenoy, 75700 Paris, France Tel: 33 1 4568 1000 Fax : 33 1 4567 1690

A specialized agency of the United Nations Organization whose membership comprises 162 member states. UNESCO's action in the field of higher education aims to promote regional and interregional cooperation in higher education, both through UNESCO's own regional centres and offices, and by helping to launch various networks or consortium-type arrangements which operate under the responsibility of participating institutions or non-governmental organizations working in the field of higher education. There are a number of activities which aim at improving systems and institutions of higher education in order better to adapt them to the changing needs of society. These are carried out through studies, consultancies, training and exchanges of information destined to enhance the quality, relevance and efficiency of higher education and activities. To carry out its activities in the field of higher education, in addition to the specialists working in several sectors at its headquarters in Paris UNESCO has created and equipped two specialized regional offices for higher education, one in Caracas, Venezuela (CRESALC) and another in Bucharest, Romania (CEPES).

Principal publications: *Comparative Education, Index Translationum* (International Bibliography of Translations); *International Yearbook of Education; Study Abroad; Unesco Statistical Yearbook 1990; World Guide to Higher Education; World Education Report.*

The World Bank Group - World Bank Headquarters: 1818 H Street, NW Washington, D.C. 20433 U.S.A. Tel: 202 477 1234 Fax: 202 477 6391

The World Bank Group is a number of multilateral development institutions owned by and accountable to member governments. These governments exercise their ownership function through Boards of Governors on which each member country is represented individually. The World Bank plays an integral role in the development and change of educational policy in developing countries. Its financial power and influence have helped shape economic and social policies relating to education of numerous governments. It has assumed a prominent role in educational research and policy analysis, and exercises a degree of leadership among those international organisations committed to education. World Bank support for higher education has conventionally accounted for about 30 per cent of Bank lending for education.

The Bank produces numerous publications on various aspects of education and development policy, which are available from its distributors in many Commonwealth countries.

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